A Novel Career Success Evaluation Model of Chinese Managers

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Abstract-As Chinese managers concentrate on career success, one issue with the most concern is how their career success is prepared, realized, and evaluated. However, recent research neglects career success evaluation model of Chinese managers. Based on career theory with the theory applied in recent career success research, the paper aims at establishing a novel career success evaluation model of Chinese Managers. After collecting 466 questionnaires from Xi'an, Beijing, Shanghai and other cities, the author has analyzed and managed to establish career success evaluation model of Chinese managers. The model consists of 3 dimensions, 6 factors and 29 indexes. 29 indexes belong to six factors that is "self satisfaction", "surrounding approval", "personal wealth"," post influence" , "maintain and development ability" and "promotion capacity". These factors that belongs to "career satisfaction", "career objective results" and "professional core competitiveness" in three dimensions. The result of the studies indicates that the model has high reliability, the study on career success of the Chinese cultural context has an important theoretical and practical significance.

Keywords-career success; manager; factor analysis; evaluation model

I. INTRODUCTION

Career success is an outcome of a person's career experiences. Career success may be defined as the accomplishment of desirable work-related outcomes at any point in a person's work experiences over time[1]. How to evaluate the manager's career success, determine whether the objective to actively induce managers to reveal and career development, the growth mechanism of the establishment of the Manager, for the transformation of social values and behavior of Chinese culture of improvement, have important practical significance. The context of Chinese culture model of career success evaluation research is still rare.

Experts and scholars in related fields concern career success and evaluation in recent years. The author compared career success evaluation model applied in recent career success research and classified into 4[2]. First, objective career success evaluation model[3] ,which is can be perceived and proven success such as the evaluation factors of promotion and career status[4,5,6]. These objective career success outcomes most important symbol, and easy to implement evaluation. However, the results neglect the individual psychological factors and subjective attitude[7], which is easy to evaluate the individual and society is expected to deviate from the purpose of orientation. Second, subjective career success evaluation model. Career satisfaction, job satisfaction is the main factors[8,9,10,11]. People's subjective perception is a dimension of career success, through the evaluation of subjective career success to better reflect the specific situation. However, subjective and arbitrary evaluation process, the operation is difficult, also easily lead to a career objective on the results of neglect. Third, the subjecttive and objective factors combined with the evaluation model, considering the subjective and objective success factors, evaluate the content and overall direction than before. However, different studies had different results and different dimensions[12,13,14,15]; also which neglected to concern the "process" of achieving career success, but also does not reflect the new features of the careers which the employment context in evolve. Fourth, the evaluation of new models, typically with Eby and Wang Jian Zhong, Song Junqing three-dimensional evaluation model. Eby offered to the competitiveness of the internal market, external market competitiveness and career satisfaction rating career success[16], highlighting the career of the new environment the ability of the individual elements of a successful career, the evaluation for career-oriented individual features are reflected ; Wang Jian Zhong, Song Junqing's "growth evaluation model of career success" in the tradition of subjective and objective dimensions, based on an increase of the "process dimension" indicator[17], concerning the outcome and process, subjective and objective success factors. However, the former ignored the evaluation of the role of social orientation, which does not reflect the new features of the career. At the same time, research on the new model is still rare, but the difference of the evaluation model of different cultural backgrounds is even more rare.

This study are as follows: (1)Taking the Chinese managers as a studying object, establish the career success evaluation model and compare the research results in different backgrounds; (2)considering the requirements of boundaryless career, and demands of harmony, career development, ecologyical evaluation for individual career development and social system guidance; (3) To evaluate model consider process and result, reflect the career success of multidimensional characteristics, more objectively comprehensively reveals and inducing managers career success.

II. METHOD

Research is divided into three stages:(1)summarized career success evaluation index of Chinese managers;(2) based on the first stage, interview some managers to complement career success evaluation indexes; (3) we take the structured questionnaire survey method, and finally confirmed Chinese managers career success evaluation model, and combined with previous studies on analysis model is discussed.

A. Career success evaluation index

Based on literature and extraction method of evaluation experts initial index. Through three English database and Chinese journal full-text database, career success or related literatures, the extraction of 87 evaluation index, Again by the research team members (including 8 bits of human resources and organizational behavior experts, professors and postgraduate), using the method of brainstorming, through comparing, merging, identify Chinese managers career success evaluation index of the initial list.

Through the interview about his career success in the evaluation of managers and the reasons, and adjusted, and confirm the initial indicator. Interview process also tests the initial scale.

The participants were 20 managers from five cities such as Xi'an, Taiyuan, and the manager of the object by interviewing career development have a certain amount of specialists. Based on interviews with recording notes about 3.8 million words have recorded, extract the evaluation index, compared with before initial list of index, integration, get after correction of Chinese managers career success evaluation indexes, which are showed in table1.

B. Survey

Questionnaire method using LiKet 5 rating scale. Make your judgment and choice According to their own ideas and answer each item , the degree of correspondence reflects the situation,. The high number of high consistency. 1 means " completely uncoincidence" in the sense that means 5 means "very coincidence."

Respondents selected from 18 different sizes of the city such as Xi'an, Beijing etc located in petroleum, communications and other 10 industry, including professional managers and enterprises of first-line managers and staff. 485 copies of the questionnaire in the form of websites and online 500, 446 valid votes, and the total return was 89.2 percent effective tax rate. The survey sample, length of service of 31 years from 1-5 years under the age of 25 to 51, above the age of 230 male, 216 female, are included.

III. RESULTS

A. Project analysis

Using SPSS15.0 to evaluate the detection of questionnaire. The Results show A15, A22, A24, A29 and A42 item are not

significant, should be delete. The rest of the 38 are well identified.

B. Exploratory factor analysis

1)The first factor analysis

a) KMO measure and Bartlett's Test of Sphericity

As table2 shows that the KMO of questionnaires is 0.850. Bartlett's Test of Sphericity is 3783.643, freedom for 903. the data meet factor analysis conditions[18].

TABLE 1 THE INTERVIEW CAREER SUCCESS EVALUATION INDEX OF MANAGER

No.	Index name	No.	Index name	No.	Index name
1	wage	16	achievement	31	personal power
2	benefits	17	happiness	32	management range
3	stock options	18	work-family balance	33	Company status
4	Wage growth	19	interpersonal relationships harmony	34	social status
5	assets	20	the respect of others	35	grades
6	promotion	21	Learn knowledge	36	experience
7	development opportunities	22	Social resources	37	environment
8	promotion rates	23	Social activity participation	38	Professional ethics
9	External competitiveness	24	social approval	39	performance
10	occupational competitiveness	25	leader approval	40	Work stability
11	personal influence	26	colleagues approval	41	Enterprise influence
12	competence increment	27	subordinates approval	42	Industry influence
13	time	28	Self approval	43	Industry development prospects
14	Independent working time	29	family approval		
15	Industry Working time	30	physical and mental health		

b) Common test

A11, A35 and A32, A34, A39 item is 0.385, 0.207, 0.401, 0.387, 0.414, those was lower than 0.60, it is removed, a good general level of the remaining 33 items.

c) factor extraction

Based on the principal component analysis, we identified eight factors that accounted for 66.621% of the variance.

d) factor rotation

Through orthogonal rotating extraction eight factors, its structure characteristics and the common factor index load. Because of factor 7 and factor 8 are only contains two item[18] ,so delete A27 ,A16 ,A40, and A43 item.

TABLE2 KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	3783.643
	df	903
	Sig.	.000

2) The second factor analysis

By analyzing the factors including the selection of 29, factor analysis process is same as the first analysis. the KMO of The second factor analysis is 0.856. Bartlett's Test of Sphericity is 2299.904, freedom for 406. the data meet factor analysis conditions. Common test results shows 29 item were higher than 0.60, variable factors can be explained. Based on the principal component analysis, six factors were extracted. Six factors that accounted for 62.476% of the variance. Factors were extracted during rotation, and six factors of a rotating factor before six factors of the load completely consistent, which are showed in table3. Then the model the evaluation model is consisted of 6 factors and 29 indexes.

Factor 1: achievement, happiness, work-family balance interpersonal relationships harmony, the respect of others, physical and mental health index, which reflect the subjective perception of managers, especially the process and results of their career. named "self satisfaction".

Factors 2: the approval of social, leadership, colleagues, subordinates, and family, which reflect the relevant parties on managers' career success ", named "surrounding approval ".

Factor 3: assets, wages, benefits, stock options and bonus, which reflect the managers' tangible wealth that they have owned. named "personal wealth".

Factor 4: personal power, management range, grades, company and social status, which reflect the influence of organization managers, named "post influence".

Factor 5: occupational competitiveness, external competitiveness, personal influence, competence increment. Which reflect the managers' ability of maintaining current

position and seeking new development and transforming position. named "maintain and development ability".

Factor 6: promotion, promotion rates, development opportunities. Which reflect the managers' career development, named "promotion capacity."

C. Reliability Test

Using SPSS15.0 to test reliability, Cronbach's alpha coefficients than 0.8,which have high reliability.

D Model analyses

The model is consisted of 3 dimensions, 6 factors and 29 indexes, which are showed in Figure 1. The result of the studies indicates that the model has high reliability.

Using Cluster Analysis to establish the model, the structure of the model is clarity. 29 indexes such as " work-family balance " and "leader approval", "wage", which belong to six factors that is "self satisfaction", "surrounding approval ","personal wealth"," post influence" , "maintain and development ability" and "promotion capacity". These factors that belongs to career satisfaction, career objective results and professional core competitiveness in three dimensions. Specific affiliate relationships are showed in figure 1. The model implemented and purpose so clear. Through evaluating reveals, guide managers to develop their career and improve Professional ability to march with the boundary-less career world. on the other hand, managers should pay more attention to the "process", concerning to peripheral and social responsibility and positive contribution, and to promote social values and behavior.

Compared with the previous evaluation model, this paper established three dimensions of Chinese managers evaluation model has four prominent characteristics: firstly, the evaluation content three aspects including career ability quality features and process performance and results, which can objectively reflect the degree of career success, has more guidance to the managers. Through evaluating managers' professional core competitiveness, guiding the continuous improvement of their professional competence to achieve the career success; "Subjective perception", can give managers guidance to peripheral and social influence and contribution; "Career objective evaluation results" can reveal the objective success career of managers. Secondly, the hierarchical structure model. The hierarchical structure of the Index, factor and dimension, make clear relationship between the behavior orientations for improvement, also this paper suggests new guidelines for career success research. Thirdly, subjective perception and objective results, process and result, combined with complementary, more can guarantee the authenticity of the evaluation. Fourth, from specific indicators, except "asset", other objective indexes are similar with the main western research[19,20,21], Satisfaction indexes add "interpersonal relationship harmonious", "respection", others are similar[22], Ability is the third dimension

index before the new model[17],add two indexes "people power", "competence promotion".

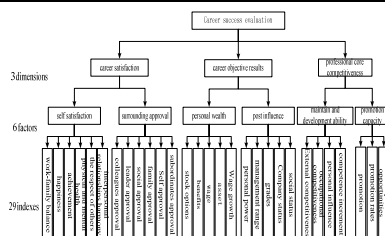|	Component					
	1	2	3	4	5	6
A18	.737					
A10	.709					
A28	.704					
A2	.682					
A36	.618					
A4	.573					
A37		.823				
A21		.741				
A13		.707				
A38		.611				
A25		.583				
A41		.559				
A7			.772			
A14			.696			
A33			.687			
A9			.675			
A1			.536			
A3				.666		
A30				.662		
A5				.587		
A31				.577		
A20				.556		
A19					.733	
A12					.654	
A17					.615	
A23					.592	
A6						.715
A26						.590
A8						.578

Figure1 Career Success Evaluation Model Construction

IV. DISCUSSION

In this paper, Establishing Career Success Evaluation Model of Chinese Manager. The model has four levels, consists 3 dimensions, 6 factors and 29 indexes. The result has high reliability. The major difference between previous studies are as follows: (1) Taking the Chinese managers as a studying object, taking into account the environmental and cultural background, the model has more Systemic and adaptive systems;(2)establish career success Evaluation model, and comparing the results with different cultural backgrounds;(3) compared with the previous evaluation model in this paper, we construct three-dimensional models of Chinese managers to assess the purpose of orientation is more clearly than before; (4) the indexes contain subjective perception and objective results, process and result, which can more objectively reflect the degree of career success.

In this paper, the model can be used to evaluate managers' career success. As the theoretical basis for further research of career success evaluation, this paper suggests new guidelines for career success research. Of course, this research also exists some limitations and the corresponding improvement ideas: (1) this is not involved in the study, based on the index weight to the model based on the supplements; (2) In addition, the future research should select different data source to validate the model.

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